

## **Purpose**

Community Empowerment is to empower individuals and their communities to achieve desired results to improve the quality of life for children, 0-5, and their families.

### How it works

- State Empowerment Board supports state and community partnerships and promotes collaboration between education, health and human services
- 58 community Empowerment Boards representing all 99 counties
- School Ready Grants provide comprehensive services for:
  - > Preschool and child care
  - Parent support
  - > Home visitation
  - Parent education
- Early Childhood Grants enhance the quality and capacity of child care through:
  - Regular child care and provider recruitment
  - > Child care for mildly ill
  - 2<sup>nd</sup> and 3<sup>rd</sup> shift child care
  - Provider training
  - Support registration and licensure
- An interagency team from the Departments of Economic Development, Education, Human Rights, Human Services, Management and Public Health supports the state and community boards

#### Investments

School Ready Grants

FY 2001	\$15,400,001
FY 2002	\$15,617,247
FY 2003	\$14,677,958
FY 2004	\$15,339,844
FY 2005	\$15,344,844

#### Early Childhood Grants

FY 2001	\$6,283,632
FY 2002	\$6,283,632
FY 2003	\$6,279,725
FY 2004	\$7,261,647
EV 2005	\$7,250,000

A partnership between communities and the state to improve the well-being of families with young children.

## Achieving Results

By the end of the year 2005, every Empowerment Area in lowa will have developed the capacity and commitment for achieving these results:

- Healthy Children
- Children Ready to Succeed in School
- Safe and Supportive Communities
- Secure and Nurturing families
- Secure and Nurturing Child Care Environments

## Key Indicators and Trends Healthy Children

- Low Birth Weight
- Rate of Immunization by age 2

#### Children Ready for School

 Children Entering Kindergarten are Ready for School

#### Safe and Nurturing Families

- Incidence of Child Abuse
- Teen Birth Rate

#### Safe and Supportive Communities

- Serious Crime
- Juvenile Arrests
- Poverty Level
- Employment Rate

#### Secure and Nurturing Child Care Environments

- Child Abuse in a Child Care Setting
- Availability of Child Care

## Statewide Collaborations

- Early Care, Health and Education Congress
- Day on the Hill Activities
- · Early Childhood Iowa Stakeholders
- Promoting Early Learning Standards and Quality Child Care Rating System

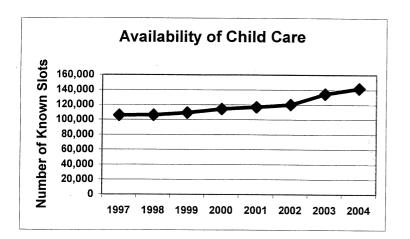
## **Local Collaborations** (EC Grants)

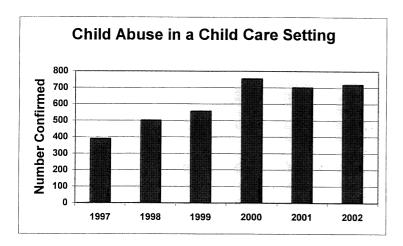
- \$3,765,314 child care capacity building
- \$11,300 NAEYC accreditation support
- \$346,047 Infant/ext. hour care
- \$962,339 Home/Health Consultants
- \$542,373 Head Start support
- \$1,285,373 Professional Development (\$2,917,296 to CC R&R to deliver resource development, consultation and professional development activities (42%))

# Secure and Nurturing Child Care Environments

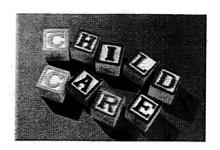
## State Indicators

- Child Abuse in a Child Care Setting
- Availability of Child Care





- lowa ranks 4<sup>th</sup> for the percent of children under age 6 with all parents in the workforce. (UC Census – 2003 Community Survey)
- 18% of lowa's 3 and 4 year olds attend an accredited preschool or one meeting Head Start performance standards (lowa Department of Education)



Research shows that high quality early care environments are positively related to children's later language, math, and behavior skills. Empowerment early childhood funds are targeted for specific quality enhancement activities. Technical assistance through training and mentoring helps child care providers deliver better care and education. Through Community Empowerment efforts, the numbers of centers, teachers, and family child care providers who participate in quality improvement activities have increased.

## Investigating a Child Care Quality Rating System

lowa's current approach to recognizing quality child care includes registration for child development homes and licensing of child care centers. In addition, the Legislature has established the "Gold Seal" provider program which recognizes providers who achieve accreditation and maintain compliance with regulation. The *next step* for enhancing the quality of lowa's child care is to implement a *voluntary* Quality Rating System for child care providers.

Beginning in FY 2004, work began on planning for a voluntary child care quality rating system, with a report due to the legislature in December 2004. This system could have multiple levels that providers would achieve based on standards or achievements that are known to lead to positive child outcomes – these might include:

- Registered or licensed facility
- History of compliance with key health and safety standards
- Program characteristics such as group size, adult to child ratio, training beyond regulation requirements, etc.
- Education level of the provider(s)
- Achievement of national standards, such as accreditation with NAEYC (centers) or NAFCC (homes), or meeting Head Start Performance Standards

**Community Empowerment** is a partner in the planning for such a system.

## REPORT ON CERRO GORDO, HANCOCK & WORTH COUNTIES EMPOWERMENT AREA

#### Wednesday, February 23rd, 2005

I. Brief History: - formed in 1998

- official designation in 1999.

#### II. Vision and Mission:

Vision: Working together so that every child is happy, healthy, and ready to learn.

Mission: Building strategies to improve the lives of children and their families through collaboration, coordination, and planning in Cerro Gordo, Hancock,

and Worth Counties.

**III. Purpose:** - improving the well being of families with young children

- creating partnerships between community, state government and various organizations

- breaking away barriers that limits this designated area's efforts to address the educational, health and social support needs of families.

**IV. Goals:** - empowering new and expectant parents through a parent support/education/home visitation program.

 improving accessibility to, and quality of, child care and preschool for all families with young children.

Enriching the network of community health services to guarantee children a healthy start.

## V.Priority Indicators: the following are the top 5 priority indicators for FY 03-04

- Infants born at low birth weight/Prenatal care
- Childhood lead poisoning prevention
- ChildAbuse/Safety
- Child Care/ Preschool Opportunities
- Kindergarten Readiness

#### VI.Summary of Services Provided with Empowerment Funding as of 2003-04

- Family Connections Home Visitation Program
- Child Care Resource and Referral
- Childcare Scholarship Program
- Preschool Scholarship program
- Lead Free Kids-Cerro Gordo, Hancock, and Worth Counties
- Clear Lake Learning Connection Program
- N-K Learning Connection Program
- Little Cardinals Learning Connection Program

#### **VII. Success Stories**



Scott County's Vision for Young Children and their Families

wery child, beginning at bire will be healthy and succession

## Scott County Empowerment

- Has broad community involvement with a minimum of 15 Board members representing child care providers, parents, business, human services, health, government, faith, education, and other interests no representatives from funded service providers
- Since its inception in 1999, has developed and implemented strategies tied to specific program areas to address the statewide goals

## Scott County Empowerment Area Board Responsibilities

- \*\* Promote & demonstrate community collaboration
- \* Coordinate community assessment & planning
- \*\* Enhance comprehensive services for young children
- \* Support families & communities
- Coordinate program/funding to meet needs & priorities

## Scott County's Early Childhood Landscape

- o 158,668 total county population 5% of state population
- o 10,989 children 0-5 years approx. 5% of the total population in Scott County
- o 12% of children belong to a minority group
- o Approx. 70% live in families with working parents
- o 18.6% of children under 5 are living in poverty (state rate is 16%)
- o 55% poverty rate for children under 5 living in female headed households, no husband present (1,055 children)
- o 23.9%/1,000 children 0-17 are victims of child abuse and neglect (state rate is 14.8)
- o Rank 35th of abused children per child population

## Where are children spending their day?

Our local CCR&R lists a total of 422 child care programs (homes & centers) with a <u>capacity</u> to serve 6623 children under 6 (estimated need is 7800 spaces)

- o 254 registered homes (2,590 spaces)
- o 96 non-registered homes (480 spaces)\*
- o 39 centers (2,622 spaces)
- o 33 preschool programs (931 spaces)

\*DHS estimates that there are closer to 600 or more non-registered homes not listed with CCR&R – the bulk of care in Scott County takes place in unregulated settings

# Steps to Success ~ Community Plan Overarching Goal – Children Ready to Succeed in School

## Components

- Health
- **Early Childhood Environments**
- Parent Education & Support
- Public Awareness

# Early Childhood Funds ~ enhance the quality, availability & affordability of child care including:

- \* Center, family, or home based care
- \* Care for mildly ill children
- ₹ 2<sup>nd</sup> or 3<sup>rd</sup> shift care
- Infant care
- \* Training & technical assistance for providers regardless of where they care for children
- Support for registration and licensure



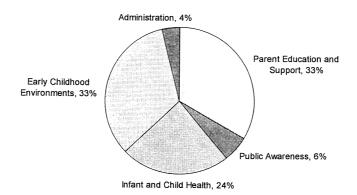
School Ready funds help prepare children for a lifetime of successful learning and support ~



- Early literacy & learning programs
- Parent support
- Family home visitation
- Parent education

## How Do We Spend Our Money?

1999-2004 EXPENDITURE BREAKDOWN



### Health

Focus ~ Prevention/Early identification

State Goal – Healthy Children

#### Continuum of Services

- Stork's Nest On average 135 at-risk women per year receive prenatal services
- Universal Assessment 95% of all Scott County births assessed (average of 2200 per year)
- Health Promotion Visits 62% of families assessed receive home visit by a nurse
- Home Visitation 234 at-risk families receive services annually through HOPES model program
- Healthy Mothers/Healthy Children Prenatal Screening Project – increase of referrals for alcohol & drug exposed children over past year

## **Early Childhood Environments**

Focus ~ Access to quality, affordable child care State Goal – Secure & Nurturing Child Care Environments

### Access

Child care scholarships – approx. 100 low-income families per year

**Increased capacity** for care in all settings – 339 spaces added since 1999

Increased access for special needs and at-risk children – 69 spaces

**Wrap-around** full-day, all year care – 60 spaces

## Quality

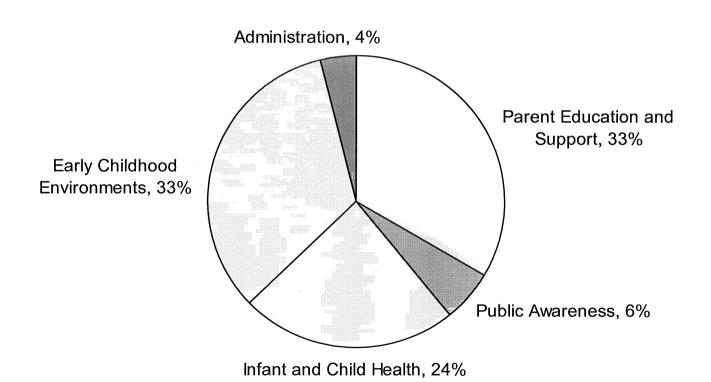
Caregiver Training – over 400 center and homebased participants per year

Center Improvement - assist approx. 32 centers per year with center improvement goals

Home-based providers – assist approx. 200 providers per year with quality checks

# How Do We Spend Our Money?

## 1999-2004 EXPENDITURE BREAKDOWN



## Parent Education & Support ~ Services



State Goal – Secure & Nurturing Families

Family support & child development – 185 families served per year through  $\sim$ 

•Parents As Teachers – home visitation program

Early literacy & socialization – 422 families served per year through  $\sim$ 

- •Read with Me Davenport School District
- •Birth to Five Bettendorf School District

Hospital based new parent education – 2200 families receive

- •Baby Go to Sleep tapes
- Baby Packets

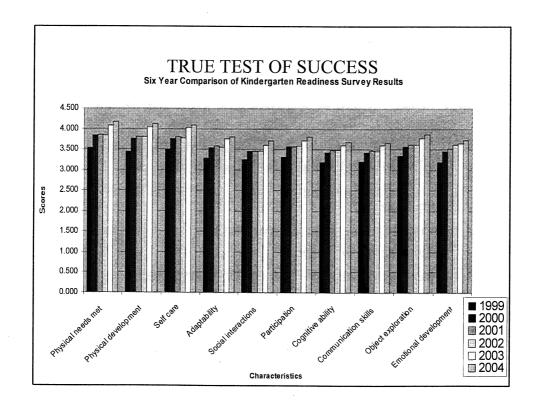
## **Public Awareness**

State Goal – Safe & Supportive Communities

- Early Literacy & Quality Child Care Campaigns
  Billboards 30,000 drivers per month
  TV & Radio Spots 88,000 viewers/listeners
  per year
  - Print Media circulation 74,000
- Empowerment Web Site
- Community meetings av. of 200 participants
- Dissemination of written materials
- Kindergarten readiness survey

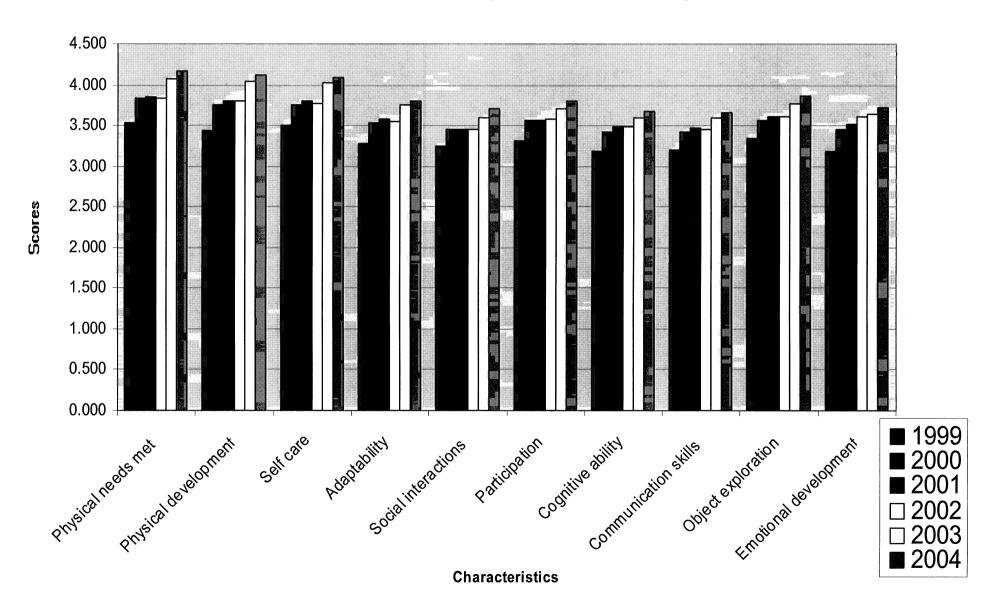
## **A Sampling of Contributing Partners** FY 04

- Head Start
- \$356,250
- Iowa Depart. of Public
- \$112,452
- Health HOPES
- · Davenport Schools
- \$22,063
- Bettendorf Schools & **ISU Extension**
- \$65,745
- Mississippi Bend AEA
- \$ 58,700
- Federal grants special projects
- \$62,000



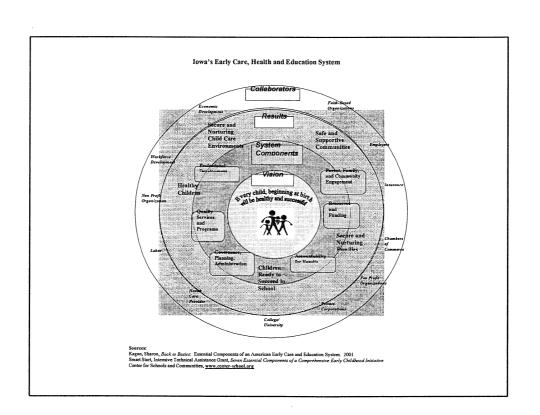
## TRUE TEST OF SUCCESS

Six Year Comparison of Kindergarten Readiness Survey Results



## A Systemic Approach for Goal Achievement

- The Scott County Empowerment Board is currently preparing for redesignation in October, 2005
- The Scott County Empowerment Board is using the early childhood system framework components adopted by Iowa's Early Childhood Stakeholders group to guide the planning process
- The Early Childhood Coordinating Council (ECCC) in Scott County is a local planning group with representatives reflective of representation at the state level and serves in an advisory capacity to the Scott County Empowerment Board as well as the AEA Early Access program
- The ECCC has organized into task groups to identify strategies that will address each of the components.



## Recent System Building Efforts ~ Children Ready to Succeed in School

## Task Groups

- Quality Services and Programs
- Professional Development
- Parent, Family and Community Engagement
- · Resources and Funding
- Accountability for Results
- Governance, Planning and Administration

## Current Collaborative System Building Efforts

- Quality Services and Programs
- Professional Development
- Parent, Family and Community Engagement

## Quality Services & Professional Development

- Planning process includes
  - 1. Gaining a better understanding of the degree of relevant preparation of those currently in early care and education settings; and
  - 2.Developing a long term plan to enhance locally accessible, affordable professional development opportunities
- Short term efforts include plans to adopt the proposed Quality Rating System to launch an improvement project for center and home-based care

## Focused Effort ~ Center-Based Quality Rating System Project

- 12 month project
- Primary Partners Quad Cities Association for the Education of Young Children, United Way of the Quad Cities, CCR&R, and Scott County Empowerment
- 8-10 center-based sites: 6 in Scott County; 1 in Clinton County; 1 in Jackson County; 2 in another rural setting
- Model based upon successful program in Chicago
- Goal to achieve 3 star rating and above NAEYC accreditation, ultimate achievement

## **Program Components**

- 1. Center quality assessment at beginning and end of the project
- 2. On site technical assistance through a mentor (total of 24 hrs. per site)
- 3. Assistance with establishment of center improvement goals including: -professional development
  - -facility/equipment/materials upgrade
  - -business and management practices
- 4. Assistance with implementation of center improvement action plan
- 5. Identification and linkages with existing training opportunities including those provided by Child Care Resource and Referral, Scott Community College, Empowerment, and local annual conferences/workshops
- 6. Establishment of dedicated TEACH scholarship fund for participating centers
- 7. Monthly meetings for administrators/directors and teachers

## Program Components, con't.

- 8. Access to a demonstration center for on-site learning including classroom observations (up to 16hrs. per site)
- 9. Monthly meetings for administrators/directors and teachers
- 10. Quality improvement funds set-aside
- 11. Dedicated TEACH scholarship fund for participating centers
- 12. Dedicated funds for professional development materials
- 13. Establishment of local website training clearinghouse

## Quality Rating System Project

- Participating centers would agree to file a qualifying application
- 60-75% of participating sites would be assessed at levels 1-2 on the QRS
- 25-40% would be assessed at levels 3-4 on the QRS
- All centers would be expected to move at-least one level up on the QRS
- Quad Cities Association for the Education of Young Children would provide a part-time coordinator, site mentors, peer group facilitators, evaluators, and trainers all qualified early childhood professionals

## Preliminary Budget

- \$75,000
- Potential funders United Way, Clinton/Jackson and Scott County Empowerment Areas

# Home-Based Providers Quality Rating System Project

- 12 month project
- Primary Partners Scott County Empowerment, local association of home providers, CCR&R, Scott County Health Dept. – Child Care Nurse Consultant
- 10 home providers in Scott County
- Goal to obtain QRS level 3 or at minimum advance one rating level above level 3 with ultimate goal of achieving National Association of Family Child Care accreditation

## Home-Based Providers Quality Rating System Project Program Components

- 1. Self-assessment training and implementation for participating homes
- 2. Assistance with establishment of improvement goals including:
  - -professional development
  - -facility/equipment/materials upgrade
  - -business and management practices
- 3. Assistance with implementation of improvement plans
- 4. 90 hours of focused training
- 5. Supplies and incentives provided, including accreditation packet, practice book, and NAFCC membership

## Home-Based Providers Quality Rating System Project Program Components

- 6. Scholarships for participation in other existing training opportunities including those provided by Child Care Resource and Referral, Scott Community College, Empowerment, and local annual conferences/workshops consistent with professional improvement plan
- 7. Establishment of dedicated TEACH scholarship slots for interested providers
- 8. Annual quality improvement awards following achievement of level 5 rating or accreditation after a 12 month period
- 9. Project Budget for materials and training \$8,000



## www.scottcountykids.com

## www.empowerment.state.ia.us

Want more information?
Please visit these web sites!



what matters.™

Presentation to Iowa Health & Human Services
Appropriations Subcommittee

February 23, 2005

United Way of the Quad Cities Area

United Way's Commitment to Young Children

Investment of .5 million dollars in child care programs in the Quad Cities through annual panel evaluation process

Established Success By 6 in 1999

One of over 300 in the country

Supported by private funds

One of United Way of America's three priorities

The United Way Success By 6 Initiative
Established July 1999

<u>Co-chairs</u>: Diane Harris, Hunt and Diane Harris Family Foundation Linda Bowers, LinguiSystems

<u>Mission</u>: To ensure that, by age six, all children in the Quad Cities area receive the care and nurturing they need to succeed in School and beyond by following these ABCs:

- Awareness of the importance of maximizing early development
- · Better access to relevant services
- Collaboration in the community around what matters to children

#### United Way Success By 6 Initiative

Why Focus On Early Childhood?

United Way

SUCCESS

BY

6

- Research proves attention to children's physical, mental and emotional development in early childhood vital to their success
- Birth to 6 are most important in human brain development, a child's brain triples in weight between birth and age 3 and by age five 90% of brain development is complete
- · 100 billion infant brain cells wired through early experiences
- Early relationships have long-term impact on abilities to learn and regulate emotions, and by age 4 children have developed half of their ability to learn

## Normal vs. Deprived Brain of a Three Year Old Child

Normal





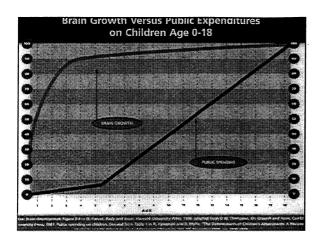
Sensory Deprived

Source: Newsweek, Spring/Summer 1997 Special Edition "Your Child: From Birth to Three", pp. 30-31

### Early Childhood Study Results

United Way
SUCCESS

- Results of a landmark, long-term study of effects of high-quality early care & education on low-income three and four-year-olds revealed that adults at age 40 who participated in preschool programs in their early years have:
  - Higher earnings
  - Greater likelihood of holding a job
  - · Fewer crimes committed
  - · Greater likelihood of having graduated from high school
- High/Scope Perry Preschool Study documented overall return to society of more than \$17 for every tax dollar invested in early care and education programs.



#### Success By 6 Accomplishments

- Conducted a collaborative 2.5 year research project in underserved neighborhoods to uncover gaps in services & barriers to success for children in poverty.
- Partnered with Kiwanis Clubs to conduct book drives for low-income children, 4,000 books collected/distributed.
- Developed collaborative committee to conduct monthly screenings for children from birth to three in Rock Island County. To date 800+ children screened for vision, hearing, speech, and development.
- Partnered with local dental societies to coordinate Give Kids A Smile Day 2003, 2004 and 2005. 89 dentists served 1300+ children. \$600,000 in donated services.
- Public Awareness Campaign in partnership with KWQC TV 6 in 2002. Annual viewer household survey conducted for KWQC TV6 reveals 52.7% total adults & 82.9% of women with children five and under recognize Success By 6
- 6. Repeatedly recognized by United Way of America as community impact leader

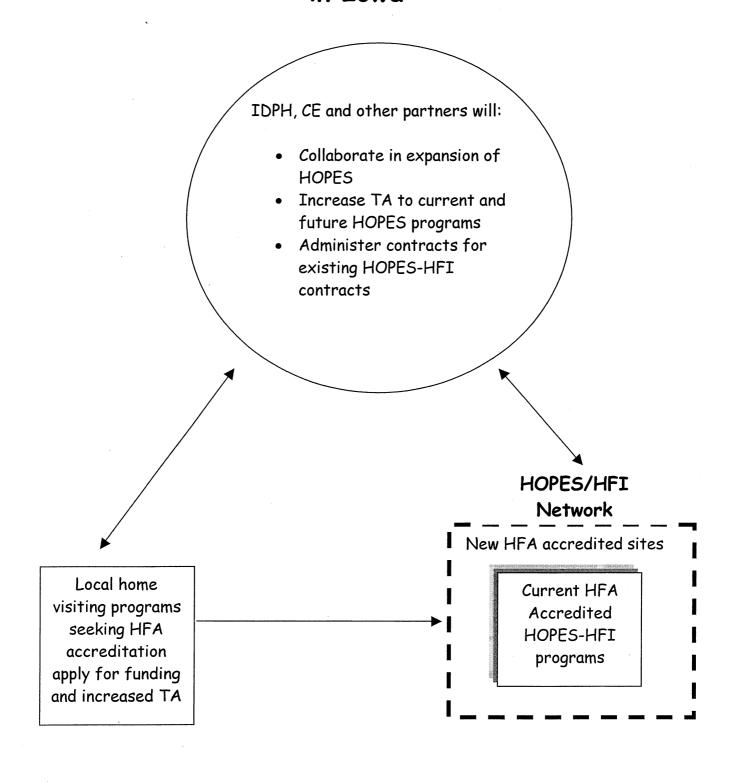
## Future Goals for Success By 6

# United Way SUCCESS BY 6

- Localize new public service announcements created by Ad Council
- Use Success By 6 name recognition to provide important tips to parents on "teachable moments"
- Partner with Scott County Empowerment to implement 5 year plan for engagement of parents, business and community
- Utilize Success By 6 website to support lowa and Illinois early childhood efforts
- Support IA & IL legislation for a Child Care Quality Rating System (currently 36 states have a QRS in place)
- Continue to raise funds for collaborative efforts

Wh	at Can United Way QCA Bring to this Project?
	Expertise in mobilizing people and resources
	Access to and trusting relationship with private sector
	Media Alliance
	Technical assistance provided through United Way of America and their network of other Success By 6 initiatives that are working on a Quality Rating System
	Long-term relationship with local child care agencies
	Community Partnership grant funds

# Proposed Expansion of HOPES-HFI in Iowa



## Overview

Community Empowerment was established during the 1998 legislative session in an effort to create a partnership between communities and State government. The initial emphasis was to improve the well-being of families with young children. Within these local empowerment areas, local citizens are able to lead collaborative efforts involving education, health, and human services programs.

The Cerro Gordo, Hancock, and Worth Counties Empowerment Area

was formed in 1998 and received official designation in 1999.
Since our inception, we have sought funding to increase services for families and children in our area.

The priority areas that our Empowerment area focuses on are: Children enrolled in preschool

- Infants born at Low Birth Weight
- 2. Childhood Lead Poisoning Prevention
- 3. Child Abuse/Safety
- 4. Child Care
- 5. Preschool Opportunities
- 6. Prenatal care
- 7. Kindergarten readiness

## WE CURE ABOUT KIDS

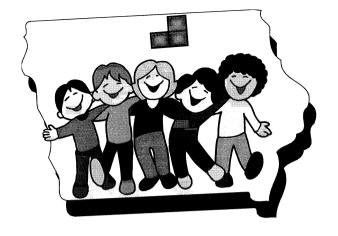
Through collaborative efforts with the Departments of Education, Human Services, and Public Health, our Empowerment Area is giving children the opportunity to live and learn in a stable, healthy, and nurturing environment.



For More Information Please Contact:

Empowerment Service Coordinator 3rd Floor Mohawk Square 22 N. Georgia Avenue, Suite 300 Mason City, Iowa 50401

Phone: (641)421-9329
Toll Free: (888) 264-2581
Fax:(641) 421-9350
triemp@cghealth.com
www.cghwempowerment.com



# Success Through Empowerment

Cerro Gordo, Hancock, and Worth Counties Empowerment



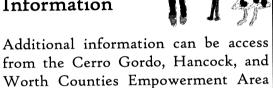
# Success Through Empowerment



Our Mission: Building strategies to improve the lives of children and their families through collaboration, coordination, and planning in Cerro Gordo, Hancock,

and Worth Counties





website: www.cghwempowerment.com



## How can our website help you?

- I. Learn about Empowerment
- 2. Learn about Empowerment Program Updates
- Obtain Board Meeting Updates
- 4. Scholarship Information (Childcare & Preschool)
- Obtain Printable Forms for Scholarships (Childcare & Preschool)
- 6. View Funding Opportunities With Printable Applications
- 7. Contact Local Legislators To Express Your Views

Or Check Out The State Website: www.empowerment.state.ia.us

## Achieving Results

By the end of year 2005, every community in Iowa will have developed the capacity and commitment for achieving these results:

- 1. Healthy Children
- Children Ready to Succeed in School
- Safe and Nurturing Families
- Secure and Nurturing Child Care Environments

## **Empowerment Board**

The Cerro Gordo, Hancock, and Worth Counties Empowerment Board supports community partnerships and efforts to

promote collaboration among education, health and human services.

The board is comprised of 23 members: these members are comprised of representatives of the Depart-

ment of Human Services, Public Health, Area Schools, United Way, NIACO, Board of Health. Mercy Medical Center, CCR&R, School Boards, County Supervisors, Consumers, Citizen of Faith, Citizen of Business, and Citizen Volunteer.



## Comprehensive Services and Supports



The Empowerment legislation encourages communities to "work together" to assist families with children ages 0-5.

Cerro Gordo, Hancock, and Worth Counties Empowerment use the following to complete our mission.

School Ready Grants provide comprehensive services for children birth through five, including:

- I. Preschool and Child Care
- Parent Support
- Family Home Visitation
- 4. Parent Education



Early Childhood Grants enhance quality and capacity of child care, including:

- 1. Regular Child Care
- Infant Child Care
- Training to Increase Quality for Center-Based and Home-Based Child Care Providers

## Comprehensive Services and Supports



The Empowerment legislation encourages communities to "work together" to assist families with children ages 0-5.

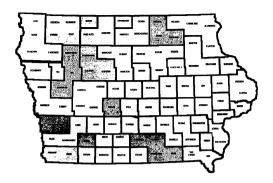
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- preschool and child care
- parent support
- family home visitation
- parent education.



Early Childhood Grants enhance the quality and capacity of child care, including:

- Regular child care, including recruitment of providers
- Child care for mildly ill children
- Second or third shift child care
- Infant child care
- Training to increase quality for centerbased and home-based child care providers



**Community Empowerment** is supported by interagency collaboration of the Departments of:

- Economic Development
- Education
- Human Rights
- Human Services
- Management
- Public Health

For general information on Community Empowerment, contact:

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515/281-4321
shanell.wagler@iowa.gov



## Community Empowerment Achieving Results

Community Empowerment was established by legislation during the 1998 session in an effort to create a partnership between communities and state government with an emphasis to improve the well-being of families with young children.

For the latest information about community empowerment, visit the Iowa Empowerment web site at:

www.empowerment.state.ia.us

Iowa's Early Childhood Vision: Every child, beginning at birth, will be healthy and successful. Overview/Purpose



Community Empowerment is to empower individuals and their communities to achieve desired results to improve the quality of life for children 0-5 and their families.

Empowerment was founded on the vision that communities and state government could work together to improve the well being of families with young children.

It is believed individuals in local communities working together can identify and implement the best means for attaining desired results.



The role of the State is to be a partner to support and facilitate growth in community responsibility; not assume the directive

role that the public has come to expect of government.

## Achieving Results

By the end of year 2005, every community in Iowa will have developed the capacity and commitment for achieving these results:

- ♦ Healthy Children
- ♦ Children Ready to Succeed in School
- **♦** Safe and Supportive Communities
- ♦ Secure and Nurturing Families
- ♦ Secure and Nurturing Child Care Environments

## Iowa Empowerment Board

The Iowa Empowerment Board supports state and community partnerships and promotes collaboration among education, health and human services.

The board is comprised of 18 voting members: 13 citizens and the directors of the Departments of Education, Human Services, Public Health, Economic Development and Human Rights. Six legislators serve as ex-officio members.



www.empowerment.state.ia.us

## Community Empowerment Areas

Community Empowerment Areas enable local citizens to lead collaborative efforts involving education, health, and human services programs on behalf of children, families and other citizens residing in the area.



The focus is to improve results for families with young children.

## Community Empowerment Boards

There are 58 Community Empowerment Areas statewide representing all 99 counties. Each area has a citizen-led board to support activities to promote collaboration and develop systems in the community for young children and their families.

A majority of the local board members are citizens and elected officials. Board memberships include representatives from business, faith, consumer, human services, education, and health.

